ELEMENTL

Company Offsite
October 8 - 10, 2024

Table of Contents

Executive Summary 3

Detailed Agenda 4

Team Member Directory 6

Biographies 7

Executive Summary

Welcome Message

Welcome to Elementl Power.

Today marks the beginning of our journey as a team. We have a shared vision for the future, and this is the start of making that vision a reality…**Your unique skills and individual perspectives will be key to shaping our collective success**.

We stand at a pivotal moment in time. World leaders are taking serious steps to address the climate crisis, but this stands in sharp contrast to the race to capitalize on the mainstream acceptance of Artificial Intelligence, placing more demand than ever on our existing energy infrastructure. Our goal is to meet both of those needs by deploying a power source that is clean, safe, and sustainable – yet powerful enough to meet the energy needs of the AI Revolution.

Summary Agenda

Tuesday, October 8

- Arrive in Washington, D.C.
- 4:30 p.m. – 6:00 p.m. | **Happy Hour at The Spotted Zebra (Washington Marriott Metro Center)**
- 6:30 p.m. | **Informal group dinners** (details on page 4)

Wednesday, October 9

- 7:30 a.m. | **Team photo at Washington Marriot Metro Center** (lobby)
    - Dress code for team photo: pressed shirts, neutral colors
- 8:30 a.m. | **Breakfast available at Convene** (4th floor)
- 9:00 a.m. – 4:00 p.m. | **Meetings** (working lunch provided)
- 4:30 p.m. – 6:00 p.m. | **Happy hour at Skadden Rooftop**
- 6:30 p.m. – 8:00 p.m. | **Team dinner at Bobby Van's Grill**

Thursday, October 10

- 8:30 a.m. | **Breakfast available at Convene** (4th floor)
- 9:00 a.m. - 12:00 p.m. | **Meetings**
- **Closing Remarks**

Summary Logistics

Attire – Business casual

Washington Marriott Metro Center - 775 12th St NW, Washington, DC*

Convene Hamilton Square – 600 14th St NW, Washington, DC (4th floor)

- **Note:** No outside food or drink allowed on Convene property

Skadden Rooftop – 1440 New York Ave NW, Washington, DC

Bobby Van's Grill - 1201 New York Ave NW, Washington, DC

*All offsite locations are within walking distance of the Marriott (7 minutes or less)

Detailed Agenda (October 8th and 9th)

October 8

- Arrive in Washington, D.C.
- 4:30 – 6:00 p.m. **Happy Hour**
  - The Spotted Zebra (Washington Marriot Metro Center)
- 6: 30 p.m. **Group Dinners**
- **Group 1** – Chris, Jeff, Sam, and Will
  - **Fig & Olive** – 934 Palmer Alley NW, Washington, DC
- **Group 2** – Dan, Stephanie, Rachel, and Aran
  - **The Smith** – 901 F St NW, Washington, DC
- **Group 3** – David, Diane, Bob, and Cassandra
  - **Sfoglina Downtown** – 1099 New York Ave NW, Washington, DC
- **Group 4** – Ryan, Nelson, Harrison, and Julie
  - **The Henri** – 1301 Pennsylvania Ave NW, Washington, DC

October 9

7:30 a.m.	**Team Photo** - Meet in hotel lobby of Washington Marriot Metro Center - Dress code: pressed shirts, neutral colors.
8:30 a.m.	**Coffee & Light Breakfast** - Available at Convene (4th floor boardroom)
9:00 – 10:15 a.m.	**Elementl Power: Who We Are** - Welcome & Team Introductions - Elementl Power Overview - Mission, Vision, and Core Principles - Business Model and Strategy
10:15 – 10:30 a.m.	**Break / Coffee**
10:30 a.m. – Noon	**Current Commercial Opportunities**
Noon – 1:00 p.m.	**Break / Working Lunch**
1:00 – 4:00 p.m.	**Afternoon Breakout Sessions** - Nuclear Safety Introduction (full team) - Site Scoring and Analysis - Organizational Development - Human Resources - Marketing - Financial / Budget review
4:00 – 4:30 p.m.	**End Meetings**
4:30 – 6:00 p.m.	**Happy Hour at Skadden Rooftop** 1440 New York Ave NW, Washington, DC 20005
6:30 – 8:00 p.m.	**Team Dinner at Bobby Van's Grill** 1201 New York Ave NW, Washington, DC 20005

Detailed Agenda (October 10th)

October 10

8:30 a.m.	**Coffee & Light Breakfast** - Available at Convene (4th floor boardroom)
9:00 – 10:00 a.m.	**Path Ahead – The Next Six Months** - Team build strategy and future org structure - Fundraising strategy and timeline - Timeline, decision gates, and looking ahead to 2025
10:00 – 10:15 a.m.	**Break / Coffee**
10:15 – 11:00 a.m.	**Brand Positioning, Marketing and Communications**
11:00 – 11:15 a.m.	**Closing Remarks**
11:15 a.m. – Noon	**Conclude Offsite**

Helpful Info

Elementl Points of Contact during Offsite

Rachel, EA (mobile): 412-789-3428

Cassandra , EA (mobile): 309-830-5824

Transportation from Airport (DCA) to Hotel (Washington Marriott at Metro Center)*

Uber

https://www.uber.com/global/en/r/cities/washington-dc-us/

Lyft

https://www.lyft.com/ride-with-lyft

*airport is 4 miles from the hotel and a 10-20 minute drive

Washington Marriott at Metro Center

Phone: 202-737-2200

- Check in: 4 p.m.
- Check out: 12 p.m.
- Non-smoking property

Convene at Hamilton Square

Phone: 1-888-730-7307

- No outside food or drink allowed on property

Team Member Directory

Name	Position[1]	Email	Phone
Aran Armstrong	Environmental Field Manager[1]	aran@elementlpower.io	575-202-0520
Bob Temple	Chief Legal Officer[1]	robert@elementlpower.io	212-215-7177
Cassandra Bailey	Executive Assistant[1]	cassandra@elementlpower.io	309-830-5824
Chris Colbert	Chairman & Chief Executive Officer	chris@elementlpower.io	774-228-0156
Dan Faherty	Chief Financial Officer	dan@elementlpower.io	862-268-6654
David Faherty	Chief Commercial Officer	david@elementlpower.io	862-266-1266
Diane Hughes	Chief Marketing & Communications Officer[1]	diane@elementlpower.io	410-271-2376
Harrison Bogema	Project Manager[1]	harrison@elementlpower.io	901-389-8066
Jeff Perry	Senior Program Manager[1]	jeff@elementlpower.io	706-847-0828
Julie Robertson	Head of Geology and Quality Control[1]	Julie@elementlpower.io	980-275-2745
Nelson Van de Lindt	Finance Associate	nelson@elementlpower.io	503-688-8992
Rachel Hornbeck	Executive Assistant[1]	rachel@elementlpower.io	412-789-3428
Ryan Mills	Chief Operating Officer	ryan@elementlpower.io	443-624-1023
Sam Massey	Chief Development Officer[1]	sam@elementlpower.io	443-956-1948
Stephanie Iaboni	Fractional Chief Human Resources Officer[1]	stephanie@elementlpower.io	718-683-6526
Thinus Greyling	Engineering Manager[1]	thinus@elementlpower.io	+27 (0)76-776-4706
Will Howard	Development Senior Associate	will@elementlpower.io	805-618-6024

[1] Currently part-time.

Team Biographies

Aran Armstrong | Environmental Field Manager

Aran Armstrong is a program manager based in Huntsville, Alabama who specializes in environmental compliance, restoration, and natural resource projects. He ensures organizations operate within environmental requirements and regulations while staying mission-focused, and he brings this work ethos to Elementl Power's operations section. He holds a B.A. from the University of Arizona. Previous organizations that have drawn upon Aran's extensive knowledge of federal and state regulations include the Army Corps of Engineers, the Department of Energy, and NASA.

Robert (Bob) Temple, Esq. | Chief Legal Officer

Bob Temple is chief legal officer at Elementl Power. His career experience includes work with electric utility and nuclear power industries such as Toshiba, Babcock & Wilcox, CPS Energy, and Commonwealth Edison, where he was involved in the development of nuclear projects, non-renewable and renewable energy-generating projects, nuclear plant purchases and sales, and providing regulatory advice to clients with nuclear assets. Prior to joining Elementl, Bob was the general counsel and board secretary for NuScale Power. He also served as an engineering supervisor and reactor operator on U.S. Navy submarines.

Bob commutes between homes in Las Vegas and Washington state, where his wife and youngest daughter reside. Bob's oldest daughter is a landscape architect in Charlotte, North Carolina. When he is not working, Bob enjoys target shooting and assuming the role of house husband.

Cassandra Bailey | Executive Assistant

Cassandra Bailey is an executive assistant based in Champaign, Illinois. She serves as a workforce multiplier, partnering with executives and senior personnel to manage their time and maximize their professional output. She believes that great organizations recognize the difference between being busy and being productive.

Cassandra served in the U.S. Army as an Adjutant General Corps officer, managing diverse teams of Soldiers while executing special programs at the discretion of battalion and brigade commanders. She completed one combat tour in Iraq and was awarded the Meritorious Service Medal. She holds a B.A. in English and a B.F.A. in Studio Art.

When she is not out here helping leadership teams be great, Cassandra volunteers as a mentor to at-risk youth in the Champaign public school system.

Team Biographies (continued)

Chris Colbert | Chairman & Chief Executive Officer

Chris Colbert is the chairman and CEO of Elementl Power. Previously, he was CFO, COO, and chief strategy officer at NuScale Power as well as senior vice president at UniStar Nuclear Energy, where he led U.S. evolutionary pressurized-water reactor deployment. With more than 15 years of experience in developing and financing 6500 megawatts of fossil-fueled projects, Chris began his career as an engineer at GE Aircraft Engines. He holds a B.S. in electrical engineering from MIT and an MBA from UC Berkeley.

Dan Faherty | Chief Financial Officer

Dan Faherty is a co-founder and the CFO of Elementl Power. Previously, he served as managing director at Breakwater North. He gained extensive investment banking experience as a vice president at Jefferies and an associate at Goldman Sachs, specializing in energy, consumer, and retail mergers and acquisitions, along with capital markets advisory, with a transaction portfolio totaling around $6 billion. A former nuclear submarine officer, Dan holds an MBA from Wharton and a B.S. from the U.S. Naval Academy.

David Faherty | Chief Commercial Officer

David Faherty is a co-founder and the CCO of Elementl Power. He currently sits on the Board of Integral Energy Services, supporting clean energy development. Previously, he co-founded Breakwater North and was a former vice president at Simmons Energy, where he advised on energy mergers and acquisitions with ~$4 billion in transactions. David was a nuclear submarine officer and holds an MBA from Cornell, an M.S. from Naval Postgraduate School, and a B.S. from the U.S. Naval Academy.

Team Biographies (continued)

Diane Hughes | Chief of Marketing & Communications

Diane Hughes is Elementl's chief of marketing & communications. She is responsible for developing and maintaining branding, marketing functions, public affairs, media relations, and digital experience management.

Prior to joining Elementl Power, Diane was vice president of marketing and communications at NuScale Power. She is experienced in overhauling customer experience platforms, digital marketing, internal and external communication strategies, and public relations crisis management. Diane received a B.A. in International Business and Management and a M.S. in Management Technology: E-Business from the University of Maryland.

Harrison Bogema | Project Manager

Harrison Bogema is a project manager with a degree in Nuclear Engineering. Based in Chattanooga, Tennessee, his role with Elementl is creating the site evaluation criteria and generating site screening reports for each site. Harrison has been on siting teams for Tennessee Valley Authority (TVA) and the Carbon Free Power Project. He is experienced in coordinating meteorology and subsurface investigations for nuclear sites. He has licensing experience responding to requests for information during NRC review processes.

Harrison has been married to his wife Maribel for 6 years and has a dog named Peaches. When he is not working as a project manager, he enjoys exploring the outdoors around Chattanooga and traveling to new places. He plays soccer and pickleball at his local community courts. Harrison also enjoys gardening, cooking, and trying new restaurants.

Jeff Perry | Senior Program Manager

Jeff Perry is a project management expert and engineer based in Chattanooga, Tennessee. As the senior project manager at Elementl Power, he brings decades of experience in spearheading and overseeing the development of innovative nuclear energy projects and initiatives. Prior to joining Elementl, Jeff worked at the Tennessee Valley Authority and the Idaho Department of Energy, where he held senior management and director positions. With service at the heart of his work ethos, he believes in the transformative potential of providing clean energy to historically underserved communities. Jeff holds a B.S. in Mechanical Engineering from the University of Texas.

Team Biographies (continued)

Julie Robertson | Head of Geology and Quality Control

Julie Robertson, P.G. is a project manager and geologist with a geotechnical engineering background based in Charlotte, North Carolina. She has shown a commitment to nuclear energy projects since 2006, with a focus on licensing, permitting, construction, and compliance. Notable projects include the UAMPS Carbon Free Power Project, Kairos Power, and TVA Clinch River Nuclear Unit 1.

When Julie is not working, she enjoys spending time outdoors with her family and golden retriever. An avid Halloween enthusiast, she transforms her home into a festive spectacle each October, delighting neighbors and trick-or-treaters with her creative decorations and homemade props.

Nelson van de Lindt | Finance Associate

Nelson van de Lindt is a financial associate based in Sunriver, Oregon. He designs financial models and assists with development by building Python scripts and other automations to quickly analyze data. Nelson believes that the key to a carbon-free future lies in the deployment of advanced nuclear power. At Elementl Power he develops financial models, sizes project deals, and contributes to any other areas needed to bring this vision to fruition.

Prior to joining Elementl, Nelson worked at NuScale Power. He was recently accepted into the deferred MBA program at Harvard Business School and plans to continue learning from Elementl Power before matriculating.

When he is not building financial models or thinking about nuclear energy, Nelson enjoys mountain biking, rock climbing, and skiing.

Rachel Hornbeck | Executive Assistant

Rachel Hornbeck is an executive assistant and senior management professional based in Oceanside, California. She keeps teams on track by empowering executives to protect their time and control their workflow. She believes effective organizations prioritize giving specialized personnel and leadership the freedom to think beyond the day-to-day and maximize their professional output.

Rachel balances her time at Elementl with being the assistant director of onboarding and training at Squared Away. She holds a B.A. in Business Administration and Management from Point Park University.

When she's not working, she loves spending time at the beach with her husband Max, who serves in the U.S. Marine Corps, and their children Willow and Frank. She's an avid bread baker and recently took up skateboarding.

Team Biographies (continued)

Ryan Mills | Chief Operating Officer

Ryan Mills is a co-founder and the COO of Elementl Power. Previously, he co-founded Breakwater North, a private investment and advisory firm focused on nuclear, critical infrastructure, and clean energy. He was a vice president at Goldman Sachs with ~$28 billion in mergers and acquistions experience and served as a nuclear surface warfare officer in the U.S. Navy. He holds an MBA from Wharton and a B.S. in Mechanical Engineering from the U.S. Naval Academy.

Sam Massey | Chief Development Officer

Sam Massey is CDO of Elementl Power and a leader in the renewable energy space. He previously served as vice president of renewable development at NextEra Energy Resources, where he oversaw end-to-end development of a $40 billion pipeline of wind, solar, and battery storage projects. Sam served as a nuclear submarine officer and explosive ordnance disposal officer in the U.S. Navy. He holds an MBA from MIT Sloan and a B.S. from the U.S. Naval Academy.

Stephanie Iaboni | Fractional Chief Human Resources Officer

Stephanie is a human resources executive with in-depth experience in a variety of leadership and development roles. Her areas of expertise include design and establishment of strategy and processes, ground-up development of processes and structures, and continuous adoption of the latest and most effective human resource methodologies.

Stephanie believes it's about remembering there's a "human" in human capital and that an organization's people are the drivers of success. She will be responsible for building out the people infrastructure at Elementl Power.

When not setting organizations up for success, Stephanie (a former tennis player before her knees said "no more") spends her spare time doing charitable work for rescue animals and cheering on the NY Rangers!

Team Biographies (continued)

Marthinus (Thinus) S. Greyling | Engineering Manager

Thinus Greyling is an engineering consultant based in Pretoria, South Africa. He provides input for screening and selection of prospective U.S. nuclear sites and develops processes and procedures for future projects. Thinus believes the adoption of small modular nuclear reactors worldwide is the key to a carbon-free future. He will guide the establishment of the engineering department at Elementl.

Previously, Thinus worked at Ultra Safe Nuclear Corporation. His engineering contributions are wide-ranging, to include development and innovation in the construction of nuclear reactors as well as design of complex military weapons systems.

Thinus is an avid scuba diver, and he enjoys developing and building complex 3D printing models.

Will Howard | Development Senior Associate

Will Howard is a developer based in Austin, Texas. A member of the development team, he supports Elementl's clean energy projects by identifying and securing qualified sites for small modular reactors.

The widespread devastation caused by The Great Texas Blackout of 2021 made Will realize the critical importance of baseload energy, motivating him to pursue a career in nuclear power plant development and construction.

When he is not conducting site discovery for Elementl, Will can be found attending comedy shows in Austin, listening to music, and spending time with friends and family.

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